

RINGKASAN

Penelitian ini merupakan penelitian yang menggunakan metode kualitatif dengan teknik pengumpulan data berupa wawancara mendalam (*in depth interview*). Penelitian ini dilakukan pada organisasi pengelola zakat, objek yang diambil adalah LAZ Al Irsyad dan Dompot Dhuafa. Peneliti mengambil judul: “Model Rantai Nilai dan Faktor-faktor Keberlanjutan Usaha pada Organisasi Pengelola Zakat”.

Tujuan penelitian ini dilakukan adalah untuk mengetahui model rantai nilai yang sesuai bagi organisasi pengelola zakat serta mengetahui faktor-faktor yang menentukan keberlanjutan usaha pada organisasi pengelola zakat.

Informan dalam penelitian ini adalah kepala bidang kelembagaan LAZ Al Irsyad dan direktur IDEAS (*Indonesia Development and Islamic Studies*) Dompot Dhuafa. *Purposive sampling* digunakan dalam memilih informan penelitian, yaitu dipilih orang-orang yang memenuhi kriteria dan dianggap memahami topik penelitian.

Berdasarkan hasil penelitian dan analisis data menggunakan teknik AHP (*Analytical Hierarchy Process*) diketahui bahwa: (1) model rantai nilai organisasi pengelola zakat berbeda dengan perusahaan konvensional maupun instansi lain, organisasi ini sangat bergantung kepada pendanaan yang masuk dari para donatur atau orang yang wajib membayar zakat (*muzakki*), (2) bobot terbesar sub-kriteria dari aktivitas utama dan aktivitas pendukung adalah infrastruktur senilai 16.03%, selanjutnya logistik masuk senilai 15.49%, kemudian sumber daya manusia senilai 15.37%.

Implikasi yang didapatkan dari penelitian ini yaitu organisasi pengelola zakat dapat memprioritaskan investasi pada infrastruktur termasuk aset fisik seperti gedung, kendaraan operasional, proyektor, alat kantor, kotak layanan, dan lain-lain serta aset non-fisik seperti sistem operasional, sistem keuangan, dan sistem sumber daya manusia yang berbasis online. Organisasi pengelola zakat juga perlu fokus pada logistik masuk yang berupa pendanaan baik online maupun offline, berbentuk uang maupun barang karena poros pendanaan dari organisasi adalah berasal dari dana yang masuk. Terakhir organisasi dapat memperhatikan sumber daya manusia, mereka perlu mengikuti pelatihan secara berkala, bukan hanya di bidang sertifikasi amil zakat, tetapi juga pelatihan softskill yang mampu menunjang kinerja mereka.

Kata kunci: Rantai Nilai, AHP (Analytical Hierarchy Process), Organisasi Pengelola Zakat

SUMMARY

This is a research that uses qualitative methods with data collection techniques in the form of in-depth interviews. This research was conducted at zakat management organizations, the objects taken were LAZ Al Irsyad and Dompot Dhuafa. The researcher took the title: "Value Chain Models and Business Sustainability Factors in Zakat Management Organizations".

The purpose of this research was to determine the appropriate value chain model for zakat management organizations and to specify the factors that determine business sustainability in zakat management organizations.

The informants in this study were the head of the institutional sector of LAZ Al Irsyad and the director of IDEAS (Indonesia Development and Islamic Studies) Dompot Dhuafa. Purposive sampling was used in selecting research informants, namely selecting people who met the criteria and were considered to understand the research topic.

Based on the results of research and data analysis using the AHP (Analytical Hierarchy Process) technique it is known that: (1) the value chain model of zakat management organizations is different from conventional companies and other agencies, this organization is very dependent on incoming funding from donors or people who are obliged to pay zakat (muzakki), (2) the heaviest sub-criteria weighted from the main activities and supporting activities are infrastructure worth 16.03%, then inbound logistics worth 15.49%, and last human resources worth 15.37%.

The implications of this research are that zakat management organizations can prioritize investment in infrastructure including physical assets such as buildings, operational vehicles, projectors, office equipment, service boxes, etc. as well as non-physical assets such as operational systems, financial systems, and online-based human resource systems. Zakat management organizations also need to focus on inbound logistics in the form of funding both online and offline, in the form of money or goods because the organization's funding axis comes from incoming funds. Finally, organizations can pay attention to human resources, they need to attend regular training, not only in the field of amil zakat certification, but also soft skills training that can support their performance.

Keywords: Value Chain, AHP (Analytical Hierarchy Process), Zakat Management Organization